

Report To: Inverclyde Integration Joint Board **Date:** 29 January 2019

Report By: Louise Long
Corporate Director, (Chief Officer)
Inverclyde Health and Social Care
Partnership (HSCP) **Report No:**
IJB/08/2019/HW

Contact Officer: Helen Watson
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Inverclyde Health and Social Care
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Subject: **DEVELOPMENT OF THE INVERCLYDE HSCP STRATEGIC
PLAN 2019-2024**

1.0 PURPOSE

- 1.1 The purpose of this report is to present the Integration Joint Board with a draft of the second Inverclyde HSCP Strategic Plan, covering the timeframe from 2019-2024.

2.0 SUMMARY

- 2.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires that all HSCPs develop a Strategic Plan that sets out their intentions and priorities.
- 2.2 The first Strategic Plan was a statement of intent setting the vision and direction of travel for the partnership over a three year cycle building on a range of plans and strategies that the HSCP already had in place.
- 2.3 The second Plan has been shaped with much more consultation with our communities, and aims to provide a more targeted suite of commitments, specifically aimed at improving lives and tackling inequalities.

3.0 RECOMMENDATIONS

- 3.1 The Integration Joint Board (IJB) is asked to consider the draft Strategic Plan and comment to the Chief Officer as appropriate.
- 3.2 The IJB is asked to note the consultation process and approve the finalisation process as outlined at 5.8.
- 3.3 The IJB is asked to direct that a final version of the Strategic Plan, including an overview of the proposed implementation process, is presented to a future meeting for approval.

Louise Long
Corporate Director, (Chief Officer)
Inverclyde HSCP

4.0 BACKGROUND

- 4.1 The Public Bodies Joint Working (Scotland) Act 2014 requires that all Health and Social Care Partnership (HSCP's) develop a Strategic Plan that sets out their intentions and priorities.
- 4.2 The Inverclyde Strategic Plan 2016-2019 was developed by the Strategic Planning Group and built upon the plans and planning arrangements the HSCP had in place.
- 4.3 The new Plan sets out our Health and Social Care commitments, priorities and intentions for Inverclyde going forward over the five year duration of the new Strategic Plan (2019 – 2024).
- 4.4 Extensive consultation using the Strategic Needs Assessment (appendix 1) along with our three health and wellbeing locality profiles identified the 6 Big Actions for the Strategic Plan and these have been aligned to key Council and NHS commitments, such as the Local Outcome Improvement Plan; Moving Forward Together; and The Director of Public Health Report, Turning the Tide.

5.0 PROCESS

- 5.1 A writers' sub group was established to develop the new Strategic Plan, to replace the existing one, which is due to expire at the end of March 2019. The group was comprised of Strategic Planning Group members, representatives across the partnership, third and independent sector and HSCP Staff-side.
- 5.2 Public consultation was integral to the development of the Plan, via the engagement networks that underpin the Strategic Planning Group, with wider public consultation taking place throughout October and November 2018.
- 5.3 An array of methods were employed to allow stakeholders, volunteers, community buddies, workers, voluntary groups, and individuals the opportunity to take an active part and have their say in overcoming inequalities and improving community life. Overall, 1,395 local people took part in the engagement process. The public consultation was across all three Inverclyde localities. Four public events were held, attended by 139 individuals. Comments, views and suggestions were collated on 'Outreach' with a total of 53 groups and 811 individuals taking part in the engagement process. In addition, surveys were widely distributed where people had the opportunity to share their views and help shape 'our next big actions'. A total of 445 people completed surveys. A full report of the consultation is appended to this report (appendix 2).
- 5.4 The outputs from local engagement were reviewed by the Senior Management Team, along with comments from stakeholders about what they liked and disliked about earlier drafts. People told us that they did not want the Plan to be overly wordy; they wanted to see graphics; they did not want jargon, and they wanted us to be clear about what we were aiming to deliver.
- 5.5 We also asked people about their preferred duration of the Plan, suggesting potential options of 3, 5 or 10 years. The majority of respondents said that, in recognition that we are looking to make major change, the Plan should be in a timeframe of 5 years, with some reference to what will happen beyond that. The 5 year cycle fits with the NHSGGC Moving Forward Together Strategy and 5 year Mental Health Strategy. People also told us that we should have clear milestones throughout the duration of the plan, stating what we aim to deliver and by when.
- 5.6 We have taken these comments on board, and the Plan proposes to cover the timeframe 2019-2024, with roadmaps against our 6 Big Actions and clear milestones

behind each of the roadmaps. It also maps across to our Strategic Needs Assessment so that we can clearly demonstrate where we are against where we aim to be.

5.7 Delivery of the Plan will be monitored by way of the Annual Performance Report. Given its central role in strategic planning, the Strategic Planning Group will oversee a refresh of the Plan at 3 years, with particular focus on any internal or external changes which could impact on delivering its outcomes.

5.8 Subject to IJB approval, the draft Strategic Plan will be placed on the HSCP website and distributed to partners, including the Health Board and Council, for final comments. Given that wide consultation has already taken place to inform the current draft, it is proposed that the final issue of the draft carries a comments deadline of 15th February 2019. This will allow sufficient time for any further work to be done and for a finalised Plan to be presented to the 19th March 2019 meeting of the IJB.

6.0 IMPLICATIONS

FINANCE

6.1 Financial Implications:

There are no financial implication from this report

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments

LEGAL

6.2 There are no legal issues within this report.

HUMAN RESOURCES

6.3 There are no human resources issues within this report.

EQUALITIES

6.4 The draft Plan has been developed with a specific aim of mitigating some of the negative factors that lead to unequal outcomes.

Has an Equality Impact Assessment been carried out?

	YES
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X	NO, however an Equality Impact Assessment will be carried out once the Plan is finalised.
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CLINICAL OR CARE GOVERNANCE IMPLICATIONS

6.5 There are no clinical or care governance implications arising from this report.

6.6 How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the protected characteristic groups, can access HSCP services.	The 6 Big Actions are designed to promote fairness and better outcomes, and as such, should support better access for people from the protected characteristic groups.
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	See above.
People with protected characteristics feel safe within their communities.	Big Action 3 supports this outcome
People with protected characteristics feel included in the planning and developing of services.	Big Action 6 supports this outcome
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Big Action 6 supports this outcome
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

6.7 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Our 6 Big Actions will contribute to the delivery of this outcome
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	Big Action 2 and 4 will contribute to the delivery of this outcome
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Our Big 6 Actions will contribute to the delivery of this outcome

Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Our 6 Big Actions will contribute to the delivery of this outcome
Health and social care services contribute to reducing health inequalities.	Big Action 1 will contribute to the delivery of this outcome
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	Our 6 Big Actions will contribute to the delivery of this outcome
People using health and social care services are safe from harm.	Big Action 3 will contribute to the delivery of this outcome
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Big Action 6 will contribute to the delivery of this outcome
Resources are used effectively in the provision of health and social care services.	Our 6 Big Actions will contribute to the delivery of this outcome

7.0 CONSULTATION

7.1 The draft Strategic Plan has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after consultation with the Strategic Planning Group, the Advisory Network, the Extended Management Team of the HSCP and a range of major stakeholders, as outlined in the Engagement Summary document.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 Public Bodies (Joint Working) (Scotland) Act 2014
<http://www.legislation.gov.uk/asp/2014/9/contents/enacted>
- 8.2 Strategic Needs Assessment – Adults (Draft)
<https://www.inverclyde.gov.uk/health-and-social-care>
- 8.3 Strategic Needs Assessment – Children
<https://www.inverclyde.gov.uk/health-and-social-care>
- 8.4 Engagement Summary Document
<https://www.inverclyde.gov.uk/health-and-social-care>

INVERCLYDE HEALTH & SOCIAL CARE STRATEGIC PLAN

2019 – 2024

“Improving Lives”

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Section 1

Welcome

We are pleased to present the second Strategic Plan for Inverclyde Health and Social Care Partnership (HSCP) which has been developed by the Strategic Planning Group, in consultation with the people of Inverclyde.

There have been significant improvements in services over the last three years, however there is still more to do. This Plan outlines our priorities and our commitment to improving outcomes for Inverclyde people over the next five years.

Our Health and Social Care Partnership (HSCP) has been set up in response to the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, often referred to as the integration legislation, but here in Inverclyde, we have had integrated services since 2010. Integration was acknowledged as the best way forward so that health and care needs can be delivered in a more joined up way, and so that people will be cared for closer to home. The benefits of integration are already evidenced in Inverclyde with excellent performance in a number of areas. Over the next 5 years we intend to maintain our high performance and build on it. Nurturing Inverclyde - getting it right for every child, citizen and community - is the long established vision of the Council and Alliance Board. With this in mind, our strong history means we have strong foundations to take forward our vision.

“Inverclyde is a caring and compassionate community working together to address inequalities and assist everyone to live active, healthy and fulfilling lives”

The vision was created by Inverclyde people, including carers, service users and Inverclyde HSCP staff. It reflects the caring nature of Inverclyde and unique challenges of intergenerational inequalities - often reinforced by persistent poverty - and states our commitment to ensuring we work together to help people stay healthy for longer. This approach puts the child, citizen and community at the centre of our thinking, planning and our actions.

This Plan aims to set out the improvements we will make, based on these key values and what local people have told us that they want. The Plan reflects these values, and describes what will change over the next five years. The Integration Joint Board (IJB) will oversee the Plan's progress, and we will report our business through our website at <https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan>

Pictures of IJB members to be inserted.

Still to be completed.

IJB Chair

IJB Vice Chair

Integration Joint Board

Inverclyde Integration Joint Board (IJB) is a distinct legal body which was created by Inverclyde Council and NHS Glasgow and Clyde, and approved by Scottish Ministers in line with the legislation.

The IJB is a decision making body that meets regularly to discuss, plan and decide how health and social care services are delivered in Inverclyde. All IJB decisions are in line with the Strategic Plan which is why it is such an important document. Membership of the IJB is wide consisting of;

- Four Elected Members (Councillors).
- Four NHS Non-Executive Directors
- Carer Representative
- Service User Representative
- Staff-side Representative x 2
- Clinical Director
- Chief Nurse
- Chief Social Work Officer
- Acute Sector Clinician
- Third Sector Representative
- Chief Officer
- Chief Financial Officer

In line with the legal requirements, the IJB established a Strategic Planning Group with wide representation from partners as noted below. including carers, community representations who are responsible for monitoring the effectiveness of the plan.

The Strategic Planning Group is chaired by the Chief Officer and has representation from:

- Service Users
- Carers
- People Involvement Advisory Network
- The local Third / Voluntary Sector
- The Independent Sector
- The Acute Hospitals Sector
- Social Work Services
- Community Health Services
- Primary Care
- Nursing
- Allied Health Professionals
- Inverclyde Housing Associations Forum
- Inverclyde Council Strategic Housing Services
- Staff-side
- Inverclyde Community Planning Partnership

Inverclyde is one of the smallest local authorities in Scotland and services are delivered across the whole of Inverclyde. It is important that we engage with people in their own communities so we have locality and local plans that link with Community Planning Partners.

Strategic Context

Over the past few years, the Scottish Government has enacted key legislation and published a number of policy documents that set the strategic direction for Health and Social Care.

Legislation includes:

- The Public Bodies (Joint Working) (Scotland) Act, 2014
- The Children and Young People (Scotland) Act, 2014
- Housing (Scotland) Act, 2014
- The Carers (Scotland) Act, 2016.

Policies include:

- The Healthcare Quality Strategy for Scotland (2010)
- The 2020 Vision for Health and Social Care (2011)
- Realistic Medicine (2014/15)
- The National Clinical Strategy for Scotland (2015)
- Age, Home and Community: a strategy for housing Scotland's older people (2012-2021)
- Community Empowerment (Scotland) Act (2015)
- Scottish Digital Health and Care Strategy 2017 - 2022
- The National Health and Social Care Standards (2016)
- The Health and Social Care Delivery Plan (2016)
- Mental Health in Scotland: A 10 Year Vision (2016)
- Primary Care Transformation Programme (2018)
- Palliative and End-of-Life Care by Integration Authorities (2018)
- The Modern Outpatient Programme (2017-2020).
- Health and Social Care Workforce Plan (2018)
- Health and Social Care Standards (2018)

Together the legislation and policies aim to shape a whole system of health and social care, providing seamless care for everyone who needs it, with a focus on better outcomes for the people who use services, and services being delivered in the right setting, at the right time, and by the right professionals.

Regional Planning

At regional level, the Scottish Government has commissioned Regional Delivery Plans to be developed, taking a whole-system approach to the delivery of health and social care for each of 3 distinct regions (North, East and West). This work aims to deliver the National Clinical Strategy (2015) and the Health and Social Care Delivery Plan (2016), ensuring better health, better care and better value. Inverclyde is part of the West of Scotland Region, which is covered by 5 NHS Boards (including NHS Greater Glasgow and Clyde), 16 Local Authorities and 15 Health and Social Care Partnerships as well as the Golden Jubilee Foundation.

Moving Forward Together

Moving Forward Together (MFT) is a programme of work that brings together the Greater Glasgow & Clyde NHS Board and Acute Hospitals Sector, as well as the other 5 HSCPs that fall within the NHS Board catchment (Glasgow City; Renfrewshire; East Renfrewshire; East Dunbartonshire and West Dunbartonshire). MFT will develop and deliver a transformational change programme, aligned to National and Regional policies and strategies. Essentially, health and social care services need to modernise to keep pace with the changes that are taking place in technology; innovations in supported self-care, and the integration of Community Health and Social Work services. MFT describes how NHSGGC's will deliver across all health and social care services, with particular focus on the benefits of integration at local levels. Good health is fostered by a range of supports, not just health services, and

MFT recognises this. The MFT programme emphasises quality and the need to deliver safe, effective, person-centred and sustainable care to meet the current and future needs of our population. The programme reinforces the need to design support and care around specific needs of individuals and different segments of our population, not around existing organisations and services.

Local Outcome Improvement Plan

As part of the Community Planning element of the Community Empowerment (Scotland) Act 2015, the Inverclyde Alliance is responsible for a Local Outcome Improvement Plan (LOIP). The LOIP demonstrates a clear, evidence-based and robust understanding of local needs, circumstances and aspirations of local communities. It also sets out which communities experience significantly poorer outcomes. Inverclyde's LOIP has been informed by both the results from the 'Our Place Our Future' Survey and a comprehensive strategic needs analysis. The plan identifies three strategic priorities that the Alliance Board will focus on:

Population - Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

Inequalities - There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced.

Environment, Culture and Heritage - Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.



LOIP FINAL
VERSION.pdf

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

Inverclyde HSCP Strategic Approach

We are keen to deliver improvements in the spirit of the legislation and policy guidance. Essential to that is our commitment to working closely with our communities and other partners, to deliver better outcomes through Regional Planning, Moving Forward Together, Inverclyde Alliance Board Community Plan and our own Strategic Plan (2019 - 24).

This Plan sets out our roadmap to reshaping health and social care, taking full account of the wishes, priorities and assets of local people.

Our Vision, Values and Big Actions

This Strategic Plan outlines our ambitions and reflects the many conversations we have had with the people across Inverclyde, our professional colleagues, staff, those who use our services including carers and our children and young people across all sectors and services.

We fully support the national ambition of ensuring that people get the right care, at the right time, in the right place and from the right service or professional. We strongly believe that integration will offer many different opportunities to reflect on our achievements and what we can improve on to benefit the local people and communities of Inverclyde.

Inverclyde HSCP is built on our established integration arrangements and our vision, values and 6 Big Actions have been shaped through a wide range of mechanisms of engagement, to reach as many local people, staff and carers as possible. We have also undertaken targeted engagement with the Children and Young People of Inverclyde to ensure that the voices of children and young people are heard. The vision is:

“Inverclyde is a caring and compassionate, community working together to address inequalities and assist everyone to live active, healthy and fulfilling lives”

Following on from our last Strategic Plan we are still committed to “Improving Lives”, and our vision is underpinned by the “Big Actions” and the following values based on the human rights and wellbeing of:

- **Dignity and Respect**
- **Responsive Care and Support**
- **Compassion**
- **Wellbeing**
- **Be Included**
- **Accountability**

These align with the National Care Standard with our HSCP staff adding **Accountability**.

Big Action 1:
Reducing Health Inequalities by Building Stronger Communities and Improving Physical and Mental Health

Big Action 2:
A Nurturing Inverclyde will give our Children & Young People the Best Start in Life

Big Action 3:
Together we will Protect Our Population

Big Action 4:
We will Support more People to fulfil their right to live at home or within a homely setting and Promote Independent Living

Big Action 5:
Together we will reduce the use of, and harm from alcohol, tobacco and drugs

Big Action 6:
We will build on the strengths of our people and our community

Inverclyde HSCP is committed to working better together because we know that's what makes a difference. There is a history of strong partnership working with communities, patients, service users, our local GPs and hospitals, the independent and third sector service providers, Council partners and housing providers.

Inverclyde HSCP includes all community health, social care, and community justice services along with the budgets and staff associated with them. These services are delivered by the HSCP and overseen by the Integration Joint Board (IJB).

Our Strategic Plan recognises the value of an asset-based approach to developing effective and sustainable models of care that focus on health and wellbeing, and maximise the assets of both individuals and communities. By "asset based", we mean building on the positive assets that already exist in Inverclyde.

In order for the HSCP to ensure it continues to meet the needs of our local population we must maintain a clear understanding of the differing levels of need and service provision across the HSCP. To help us understand these differences, we have considered our community in terms of 3 localities, Central, East and West.



Central Locality Profile.docx



East Locality Profile.docx



West Locality Profile.docx

Inverclyde Central

Inverclyde East

Inverclyde West

During the early implementation phase of this plan, Inverclyde HSCP will move to 6 localities in line with Inverclyde Community Planning Partnership. Inverclyde local people through engagement have told us communities see themselves as part of smaller communities. Smaller communities will ensure that the agreed actions are the right ones and will make the most difference to people's lives. By working at a more localised level, we recognise that communities themselves often have the answers to the problems experienced by those living in their area.

Therefore the localities will be;

- Kilmacolm and Quarriers Village
- Port Glasgow
- Greenock East and Central
- Greenock South and South West
- Greenock West and Gourock
- Inverkip and Wemyss Bay

This Strategic Plan builds on the previous plan (2016-19), the review of the plan shows that the number of areas where Inverclyde performance is excellent. <https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan>



SP Review Draft
FINAL May 18.pdf

2016-2019 and the information within our needs assessment, leading to the big actions that we want to achieve during the life of the plan. Improvements will be measured against the National Outcomes for Scotland which haven't changed from the previous strategic plan and are:

National Outcomes:

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practical, independently and at home or in a homely setting in their community.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use the services.
- Health and social care services contribute to reducing health inequalities.
- People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.
- People who work in health and social care services are safe from harm.
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Resources are used effectively in the provision of health and social care services.

These outcomes are supported by a suite of 23 National Outcomes Indicators, and we will produce an Annual Performance Report each year, which will describe our progress in respect of the 23 indicators.

We also aim to deliver better outcomes for Children, Young People and Community Justice, using the National Outcomes as our framework.

- Our children have the best start in life and are ready to succeed.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We have improved the life chances for children, young people and families at risk.
- Community safety and public protection.
- The reduction of re-offending.
- Social inclusion to support desistance from offending.

These outcomes will be brought to life through an inclusive approach. We are committed to continuing to build upon the excellent community engagement that exists in Inverclyde to deliver our big actions. Appendix 1 provides an overview of how our Big Actions align with the National Outcomes.

Ministerial Strategic Group Indicators:

As well as the National Wellbeing Outcomes, the Scottish Government has developed a suite of 6 Ministerial Strategic Group Indicators. These indicators aim to gauge how well our systems are working, defined by a few key measures that are important to people's experience of care. These indicators are not written into legislation and can be subject to change, depending on what big issues the Government is alerted to. Inverclyde HSCP recognises that the current suite of indicators also align to national policy and local priorities. Up to March 2019, the indicators are:

- Emergency Hospital Admissions
- Number of unscheduled hospital bed days
- A&E attendances

- A&E % seen within 4 hours
- Delayed discharge bed days
- Percentage of last six months of life by setting.

Although these indicators are largely focused on hospital care, they are important to our HSCP because people tell us that they would rather receive care in their own home, if at all possible. If we can reduce the use of hospital care in favour of care at home, then evidence shows that people often have a better quality of recovery.

DRAFT

Our Strategic Needs Assessment

Our full strategic needs assessment can be found at <https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan>, and details some of the information we have about the differences in outcomes between Inverclyde and other parts of Scotland, as well as differences within Inverclyde itself.



Inverclyde JSNA Big
Action Draft 2.docx

Our Strategic Needs Assessment has highlighted the following key messages:

We have high quality children's houses and adoption and foster services that provide sector leading support.

We are one of the best partnerships in Scotland at preventing delayed hospital discharge. Our work to prevent delayed discharge meant that for Inverclyde people aged 75 and over, they were only 172 hospital bed days per 1,000 people. This compares favourably to the Scottish rate of 762 bed days. (See page 85 of the Strategic Needs Assessment)

- Death rates for substance misuse and liver disease are significantly higher in Inverclyde than the rest of Scotland.
- High numbers of children are on the child protection register for reasons linked to parental drug misuse.
- Increasing numbers of Advice Service users are requiring extensive and extended support - Inverclyde invests significantly more than other local authorities in our Advice Services.
- Alcohol, drug and chronic obstructive pulmonary disease (COPD) hospital stays are significantly higher in Inverclyde than the rest of Scotland (102 per 100,000 people compared to 43 per 100,000 people).
- Breastfeeding rates are significantly lower in Inverclyde – and there is a huge disparity within different areas of Inverclyde, correlating with deprivation.
- Higher rate mental health problems.

When we consider these headlines in the context of our vision, that *Inverclyde is a caring and compassionate, community working together to address inequalities and assist everyone to live active, healthy and fulfilling lives*, it becomes apparent that we need to understand:

- why these differences exist
- what demand these differences create for services
- what we need to do differently
- how we can develop people's personal capacity to self-manage, and;
- how to sustain recovery.
- High level child vaccinations

Our Strategic Needs Assessment makes reference to some key information relating to children, because our 6 Big Actions relate to all of our people, including our children and young people. Our Joint Children's Services Plan should be regarded as a companion document to this Strategic Plan, and can be found at <https://www.inverclyde.gov.uk/health-and-social-care/support-for-children-families/joint-childrens-services-planning>

Our Community Engagement

This Strategic Plan has been developed by engaging and consulting with our staff, partners and the communities we serve. This feedback along with the responses from our survey questionnaire and locality profile intelligence has given the HSCP an understanding of local perspective and things that matter to people.

An array of methods was employed to allow individuals the opportunity to take an active part and have their say in overcoming inequalities and improving community life. Overall **1,327 local people** took part in the engagement processes.

139 Local people attended one of three events across locality areas of Inverclyde East, Central and West to; refresh our vision, share and discuss successful actions and steps currently underway, and to inform considerations for the future. A further evening event was arranged in Inverclyde Central to ensure accessible and flexible times to enable anyone wishing to have a say to attend.

Comments, views and suggestions were collated on 'Outreach' with a total of **48 groups / 743** individuals taking part in this engagement process.

In addition, an online survey ran for 6 weeks and hard copy survey questionnaires were widely distributed via social media/communication pathways via the HSCP Advisory Network, where people had the opportunity to share their views and help shape 'our next big actions'. A combined total of **445 people** completed the survey.

Further engagement sessions took place with an array of community groups for those unable to attend the locality events. Furthermore, 4 Engagement Stalls were arranged in Greenock Oak Mall Shopping Centre to gather people's views, comments and suggestions.

Individuals are representative from various groups and networks across Inverclyde including; Older People, Long Term Conditions, Disabilities, Mental Health, Addictions, Housing & Homeless, Carers, Young People, Learning Disabled people, 'Care Experienced' young people, the New Scots Community, peer and social support groups, Community Councils, and Tenants and Residents Groups.

Consultation with our children and young people took place via a Clyde Conversation Café held in Greenock Town Hall which was attended by more than **100** young people, elected members and teachers. In conjunction with Your Voice Staff and the Inverclyde HSCP Children's Rights Officer, workshops were carried out in **4 local high schools, 6 primary schools** and **one of our Children's Homes** collating the views of Inverclyde's children and young people in a format especially designed for intergenerational conversation on what's important to people of Inverclyde highlighting the need to support people in distress, who are vulnerable and in need of protection. The public had clear priority on **MENTAL HEALTH** therefore; we have ensured **mental health** is a focus in **all actions** for the strategic plan.

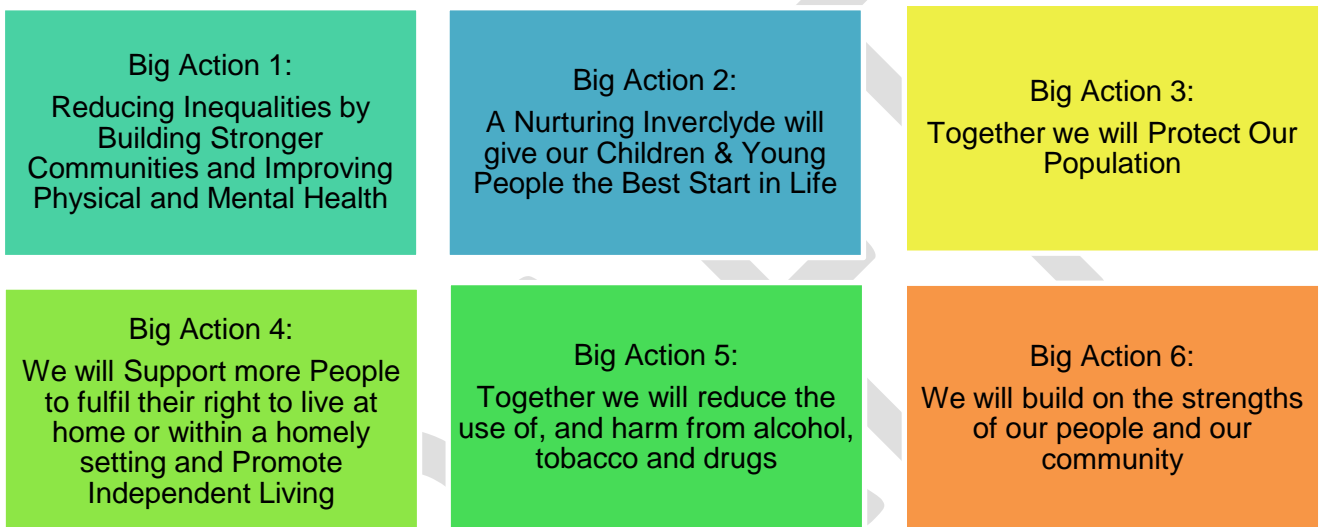
The full engagement and consultation document can be found at: <https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan>

Section 2

Our BIG ACTIONS

The Strategic Plan is Inverclyde HSCP's plan and delivers services that will improve the health and wellbeing of people's lives. Our big actions will give a focussed of Inverclyde's people and communities and how services will support those who are vulnerable or in need within our communities.

These Big Actions will be delivered over the next 5 years.



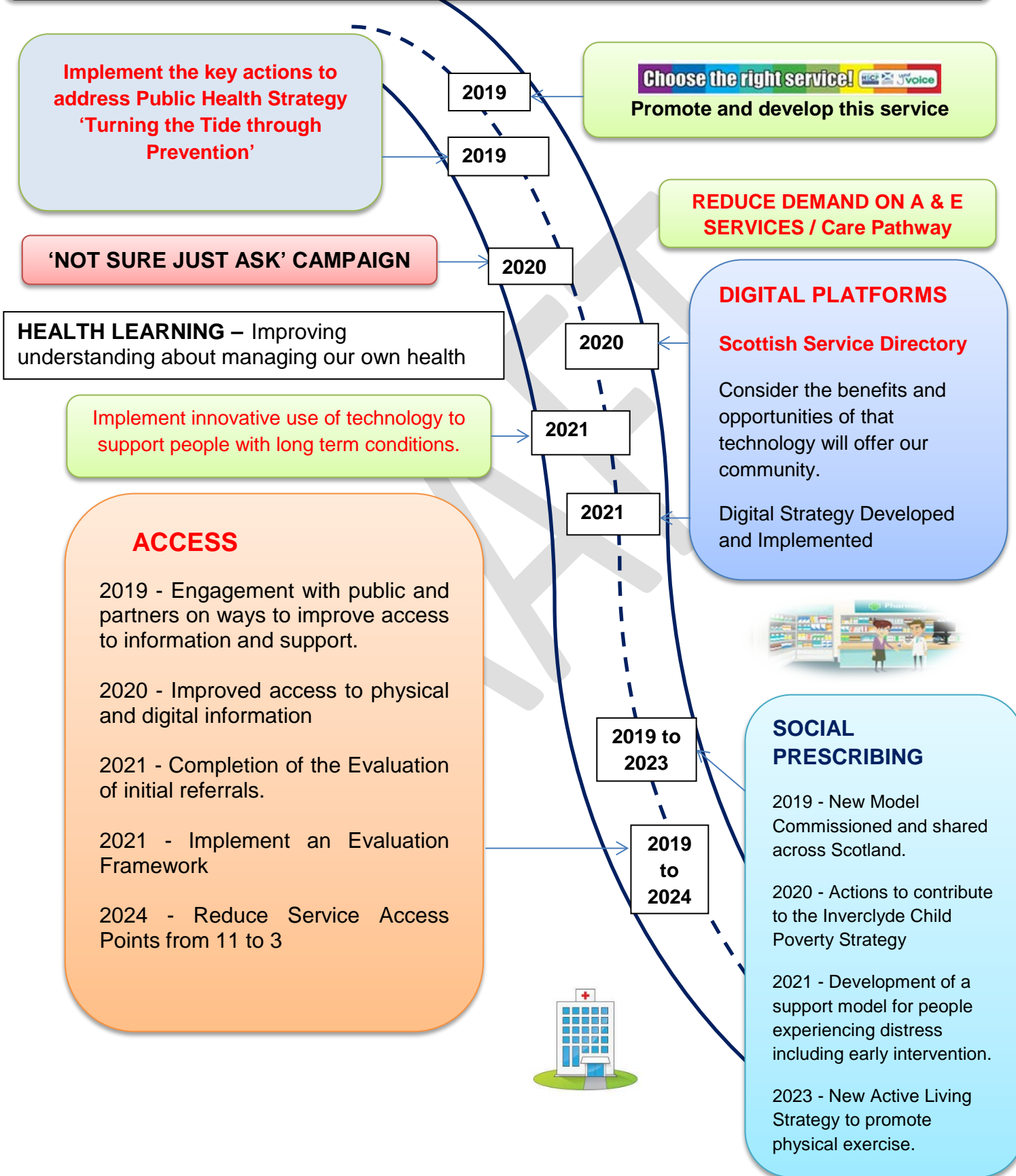
The development of the outcomes and associated Big Actions is an ongoing process and progress will be reviewed (reported through the Annual Performance Report to IJB) by the Strategic Planning to IJB.

Our Strategic Planning Group, made up of partners from communities and across Health and Social Care, will monitor the plan and report to the Integration Joint Board (IJB).

For ease of reference we formatted the plan with narrative around big actions from description and key deliverables. In addition each action has an implementation plan with measures which will be monitored and reported on to the Strategic Planning Group (SPG).

Our Big Action 1 Roadmap

REDUCING INEQUALITIES BY BUILDING STRONGER COMMUNITIES AND IMPROVING PHYSICAL AND MENTAL HEALTH



BIG ACTION 1

Reducing Inequalities by Building Stronger Communities and Improving Physical and Mental Health

We will promote health and wellbeing by reducing inequalities through supporting people, including carers to have more choice and control.

The causes of inequalities in health are complex, and often the people who are most likely to experience poorer health also experience other inequalities, for example; lower income, fewer qualifications, poorer quality housing. We recognise mental health has a significant impact on our local community and this was a key message from our engagement process and strategic needs assessment. Poor mental health often impacts on physical health and the person's ability to work or to engage with their community. Where this affects unpaid carers, inequalities can impact on both the carer and the cared-for person. Big Action 1 will focus on ways to support people to understand their health and wellbeing through better information, the development of pathways, technology and self-management. If people can better understand their own health, they will be better equipped to be active participants in preventing or mitigating poorer health outcomes.

Although the roots of inequalities are complex and inter-connected, there is strong evidence to support interventions that prevent illness, and promote good mental and physical health. Where physical or mental illness exists, there are many ways in which people can be supported and we recognise we must do better. Significant work has been undertaken by the Community Planning Partnership through the Local Outcomes Improvement Plan <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan> and Big Action 1 aims to build on existing relationships within our communities, to support a more robust approach to improving physical and mental health.

Most of the physical health inequalities outlined in our Strategic Needs Assessment correlates closely with deprivation (as defined by the Scottish Index of Multiple Deprivation). Those who live in our poorest areas are more likely to have lower life expectancy and have more years of ill-health. Intergenerational inequalities and poverty impacts on all aspects of people's lives. Reducing these inequalities requires strong partnerships and new and innovative ways to work with communities to tackle the underlying causes of deprivation.

The HSCP has a key role in educating the public to better understand their health needs, the services available and our collective responsibility on how we best use our services appropriately. Further development of multi-disciplinary teams in primary care will be essential to deliver our vision to assist everyone to live active, healthy and fulfilling lives. We will build stronger community services in order that the public feel confident to support the move from hospital to community services where appropriate. We will do this through easy access to information, advice, support, and build on our current models that connect people with a range of services when they need them, or point them to less formal support that might be more effective for them.

Key deliverables:

Health Learning

- In **2019** we will progress the implementation of key actions to address public health as outlined in the NHSGGC Public Health Strategy – ‘*Turning the Tide through Prevention*’.
- In **2019** we will promote and develop ‘Choose the Right Service’ to support people to access pharmacy, social prescribing and the extended multi-disciplinary team in primary care.
- We will reduce demand on A&E services by supporting people to understand the available care pathways they can use.
- By Autumn **2020** we will have an agreed work plan to empower and help people to understand their health.
- By **2021** we will have developed and implemented innovative use of technology to monitor and support people with long term conditions.
- We know that the factors that cause women to become involved in the criminal justice system are very likely to relate to multiple vulnerability. We are developing a model to reduce social exclusion and encourage participation in your own community.
- Throughout the life of this plan we will take forward the actions in relation to Realistic Medicine: <https://www.nhsinform.scot/care-support-and-rights/nhs-services/using-the-nhs/realistic-medicine>

Digital platforms

- From **2019/20** we will consider the benefits and opportunities that technology will offer for all of our community.
- By **2020** we will be part of the Scottish Service Directory for local services to improve public information.
- By **2021** we will have a Digital Strategy to support technology-enabled care and self-management. This will include developing a replacement recording system for social care.

Access

- In **2019** we will engage with the public and other partners on ways to improve access to information and support within our communities. This will include options on supporting education; health literacy and self-management.
- By **2020** we will have developed a model to improve access to physical and digital information.
- By **2021** we will implement and establish an evaluation framework.
- By **2021** we have the evaluation of the current arrangements for initial referral.
- By **2024** we will improve access to HSCP services by moving from our current 11 service access points to 3.

Social prescribing to improve physical and mental wellbeing

- In **2019** we will develop our approach to social prescribing, and share this across Scotland.
- In **2019** we will have developed a set of actions that sets out the HSCP’s contribution to the Inverclyde Child Poverty Strategy.
- By **2020** we will have developed new commissioning models for social prescribing to ensure that more people get support.
- By **2021**, in line with the NHS Greater Glasgow & Clyde 5 year Mental Health Strategy, we will develop a model to support people experiencing distress, including early intervention to help people before they reach crisis.
- By **2023** we will have worked with Inverclyde Alliance to develop a new Active Living Strategy, to promote physical exercise (the current 10 year Strategy was approved in March 2013).

Our Big Action 2 Roadmap

A Nurturing Inverclyde will give our Children & Young People the Best Start in Life

Access to early help and support

Implement the Scottish Government Pathway 0-5 to increase the number of home visits by Health Visitors.

Increased our health workforce to support children in early years.

2019

2020

We will have exceeded our target of 85% of children reaching their developmental milestones.

Single agency child's plan for all children on the universal pathway.

2021

2019/2020

Supporting from birth to early childhood

Developed response to Maternal Health/Mapped pathways for Perinatal support

By 2020 we will increase the number of parents breast feeding.

Corporate Parenting

2019 - Ensure that technology and support is available to help young people with disabilities live as independently as possible.

2020 - Implement a core and cluster model of service delivery to meet the housing and support needs of young people entitled to continuing care beginning with the development of four supported tenancies.

2021 - Extend the champions board to include the Inverclyde community in order to promote and create intergenerational opportunities for people to come together to build nurturing capacity within the community.

2023 - Increase the ratio of children looked after in family based care.

2023 children from Inverclyde, when they are looked after, will remain in Inverclyde.

SUPPORTING MENTAL HEALTH

Investment to upskilling of our workforce to recognise and support young people's mental health and wellbeing.

Develop family support for families affected by parental mental ill-health and substance misuse.

Improve children and young people's mental health in line with the national review.

2019

2019 to 2023

2020

2022

Maximise learning, achievements and skills for life

Increase the availability of family support for families supported on a voluntary basis.

Evaluate the range of family support and parenting initiatives to measure the impact and effectiveness of the support.

2020 - 2023

We will have increased the ratio of children looked after in family based care by at least 5%.

2023

BIG ACTION 2

A Nurturing Inverclyde will give our Children and Young People the Best Start in Life

We will ensure our children and young people have the best start in life with access to early help and support, improved health and wellbeing with opportunities to maximise their learning, growth and development. For the children we take care of, we will also ensure high standards of care, housing and accommodation.

Inverclyde is a beautiful place to live and grow up however; we know that some children growing up in Inverclyde face deep rooted and intergenerational challenges. We have become increasingly attuned to the nature and impact of these challenges. Poverty and the impact of poverty on people's lives chances presents some of our biggest challenges. We have improved our use of evidence-informed approaches that help us to target and mitigate the impacts. This requires us to work in partnership across Inverclyde HSCP to support those families, children and young people affected by alcohol, drugs and mental health. The re-emergence of research related to Adverse Childhood Experiences has helped to re-emphasise the importance of early help and early intervention. We recognise that the challenges we face here in Inverclyde require a long-term strategic response. Getting it Right for Every Child (GIRFEC) where every child has a named person and access to support constitutes a core aspect of that strategic response.

The GIRFEC pathway ensures that help is offered timeously where a child may have additional needs that may require enhanced or specialist support. The implementation of the Inverclyde GIRFEC Pathway and the National Practice Model has provided a framework for our aim that every child in Inverclyde will be safe, healthy, achieving, nurtured, active, respected, responsible and included. The GIRFEC pathway has strengthened and clarified the roles and responsibilities of our wider children's services, particularly in relation to ensuring that the right help is offered at the right time.

"Nurturing Inverclyde" is our collective vision to ensure that everyone has the opportunity to have a good quality of life and good mental and physical health. This approach puts the child, citizen and community at the centre of our thinking, our planning and our actions. We have and we will continue to build Nurturing Inverclyde into our culture. One way in which this is evident is our focus on high quality relationships with children and their families including their active participation in decision making and in developing services that affect them.

The strategic direction of the HSCP's services to children and families is heavily integrated with that of our Community Planning Partners, as well as the strategic priorities set out in our Children's Services Plan and our Corporate Parenting Strategy. We have led on a joint approach to data analysis in children's services across the Inverclyde Community Planning Partnership, resulting in a robust and detailed strategic needs analysis <https://www.inverclyde.gov.uk/health-and-social-care/support-for-children-families/joint-childrens-services-planning>

The analysis incorporates the views and opinions of children, families and service providers. This Integrated Strategic Needs Analysis in turn has strongly informed the strategic direction of our Children's Services Plan and our Corporate Parenting Strategy. These are companion documents to this strategy and can be accessed here <https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan/other-partnership-strategies>

This Big Action is therefore aligned with the strategic aims of the Inverclyde Integrated Children's Services Plan and Corporate parenting strategy. This includes

- Access to early help and support.
- Improved health and wellbeing outcomes.
- Opportunities to maximise learning, achievements and skills for life.

- Access to high quality care, accommodation and housing that will meet the needs of looked after children.

The Big Action is informed by children, families and the wider Inverclyde community. We are very aware of the challenges facing children growing up in Inverclyde. We have been making good progress in addressing these. However during the lifetime of this Plan we are determined to continue to tackle those challenges to ensure all of our young people have the best start in life.

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Key deliverables:

Access to early help and support - Enhancing and further embedding the Inverclyde GIRFEC Pathway

- In **2019** we will implement the Scottish Government Revised Universal Pathway 0-5 to increase the number of home visits by Health Visitors.
- By **2020** we will have increased our health workforce to support increased focus on assessment and planning for children in the early years via the revised universal pathway.
- By **2021** we will have a single agency child's plan for all children on the universal pathway, and we will develop for those children who require additional support an enhanced plan in partnership with parents and carers.
- By **2023** we will have exceeded our target of 85% of children reaching their developmental milestones.

Improved health and wellbeing - Supporting from birth to early childhood

- In **2019** we will develop a response to improving maternal health.
- By **2020** we will have mapped pathways for perinatal support and developed recommendations for improvement.
- By **2020** we will increase the number of parents breast feeding.

Improved health and wellbeing - Support and improve children & young people's mental health

- By **2019** we will have directed investment to upskilling of our workforce to be confidently equipped to recognise and support young people's mental health and wellbeing.
- By **2020** we will develop family support for families affected by parental mental ill-health and substance misuse.
- By **2022** we will align our strategy to support and improve children and young people's mental health in line with the national review.

Opportunities to maximise learning, achievements and skills for life

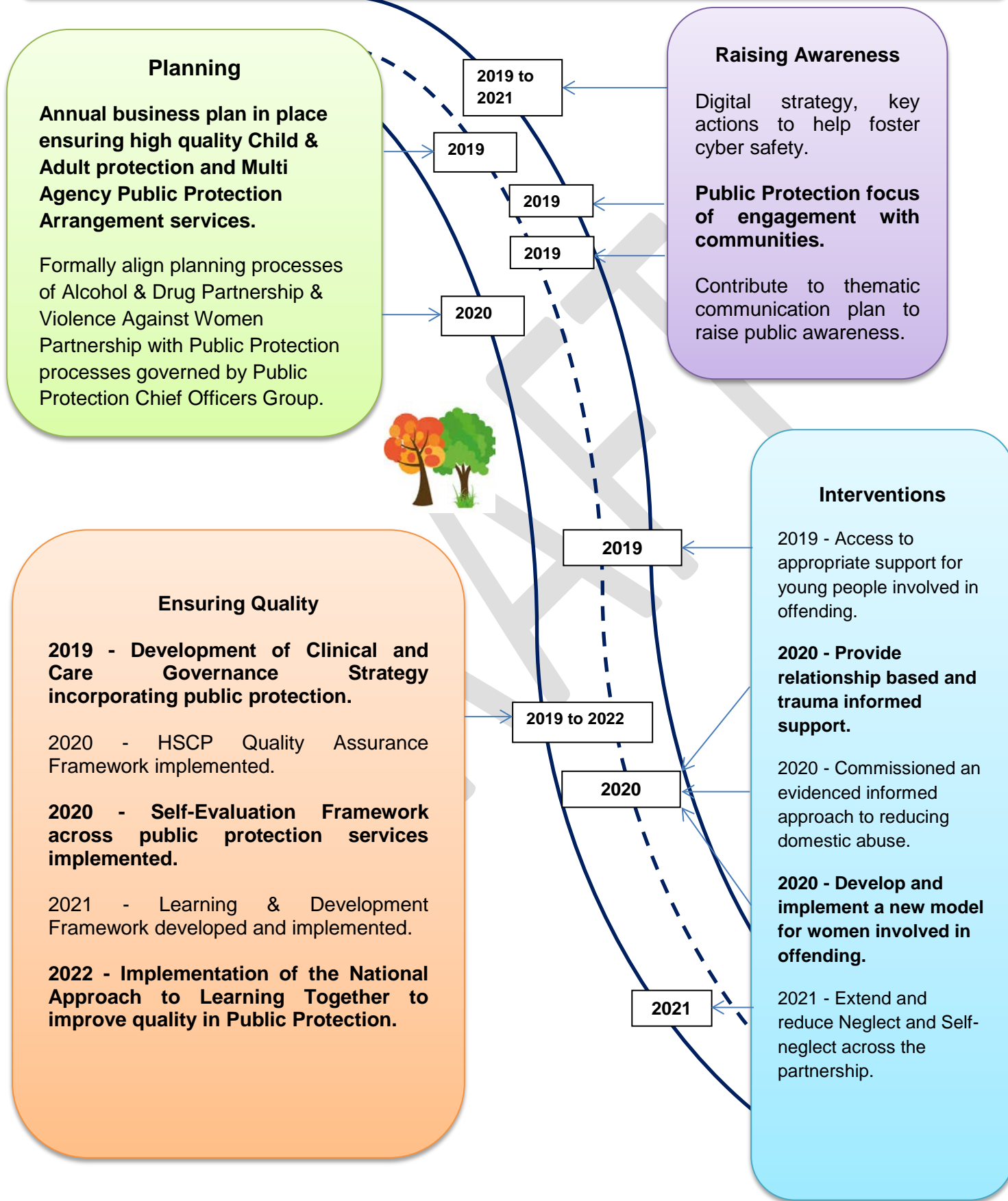
- By **2020**, we will increase the availability of high quality family support for families supported on a voluntary basis.
- By **2023**, with partners we will evaluate the enhanced range of family support and parenting initiatives to measure the impact and effectiveness of the support.

Access to high quality care, accommodation and housing that will meet the needs of looked after children - Corporate Parenting

- From **2019** Inverclyde will implement the recommendations of the national review of the care system.
- In **2019**, as part of the revised Learning Disability Services model, we will ensure that technology and support is available to help young people with disabilities live as independently as possible.
- By **2020**, we will implement an accessible model of service to meet the housing and support needs of young people entitled to continuing care, beginning with the development of four supported tenancies.
- By **2021** we will have developed a strategic approach to extend the champions board to include the Inverclyde community in order to promote and create intergenerational opportunities for people to come together to build nurturing capacity within the community.
- By **2023** we will have increased the ratio of children looked after in family based care by at least 5%.
- By **2023** we will have ensured that more children from Inverclyde, when they are looked after, will remain in Inverclyde.

Our Big Action 3 Roadmap

Together we will protect our population



BIG ACTION 3

Together we will Protect Our Population

We will reduce the risk of harm to everyone living in Inverclyde by delivering a robust public protection system with an emphasis on protecting the most vulnerable in our communities

Together we have a duty to ensure that people who are vulnerable within our community are protected and feel safe. This is and will remain a core strategic priority for the HSCP. We have arrangements in place to raise awareness of public protection issues, facilitate proportionate information sharing, diligent screening, prompt assessment and timely targeted support to people who may require advice, support and protection.

The main areas where we provide support in public protection are in relation to child protection, adult protection and people affected by serious and violent crime.

Within each aspect of public protection we have a suite of readily accessible procedures and guidance to assist staff in working together and to ensure safe, consistent practice in this very complex area. Robust arrangements are in place to ensure procedures, processes, systems and practice are updated in relation to new research or emerging areas of risk that are identified locally or nationally. For example, the Scottish Child Abuse Inquiry is likely to deliver recommendations, and we will be well placed to act on emerging recommendations. With regard to technology, the internet, while being a very valuable source of information and knowledge, can also pose a number of challenges. Our Digital Strategy will also include key actions to help foster cyber safety.

Public protection activity by its nature relies on a partnership approach. The direct governance of our public protection activity is through the Public Protection Chief Officer's Group (PPCOG). The PPCOG provides robust challenge and scrutiny of the public protection agenda and in particular in respect of planning and improvement in public protection including approval of annual business plans and quarterly scrutiny of public protection activity. The strategic direction of public protection is closely aligned to The Child Protection Committee, the Adult Protection Committee and the Multi Agency Public Protection Arrangements.

Recent internal and external audits identify good evidence that there are strong public protection arrangements in place in Inverclyde. However continuous improvement has been identified as a key mechanism in maintaining quality. Consequently, ensuring quality is a key priority.

Our Strategic Needs Analysis identified a growing trend in gender-based violence and domestic abuse as a significant risk across our communities. The impact this has on victims, children, perpetrators and the wider community is considerable and far reaching. We have identified the need to intervene early to change attitudes to domestic abuse. We will identify a suitable programme that can be delivered initially jointly by Children's and Criminal Justice Services and then extended across the HSCP.

Our strategic needs assessment also tells us that there is a strong trend of neglect and self-neglect, and this is a key challenge for our communities. There is long standing evidence that neglect impacts on every age group, so our future work with communities will have a focus on identifying neglect and self-neglect, and developing ways to reduce it.

We all have an important role to contribute to the reduction of violence, crime and disorder in our community. As part of our Criminal Justice Strategy we will continue to develop our approach to reducing offending and reoffending. Our Community Justice Outcome Improvement Plan 2017-2022 can be found at: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-community-justice-partnership>

We will look to strengthen our whole-system approach to offending extending, and develop our system of early and effective intervention to young people involved in offending. We will ensure that, where we can, we divert young people from offending. Where this is not possible, we will provide safe alternatives to young people being detained in custody.

We know that the factors that cause women to become involved in the criminal justice system are very likely to relate to multiple vulnerability. We are developing a model to reduce social exclusion, and encourage participation in their own community.

The protection of our most vulnerable service users is not concluded simply by ensuring their safety. An important theme of this strategy is supporting our population to enjoy good physical and mental health and wellbeing. We have a responsibility to ensure our staff are confident and competent in all aspects of public protection. While it can be a difficult area to work within, developing high quality helping relationships is key to the recovery.

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Key deliverables:

Raising Awareness

- By **2019** and thereafter for each year we will contribute to a thematic communication plan to raise public awareness about the protection of children, vulnerable adults and those affected by serious and violent crime.
- In **2019** public protection will be a main focus of our engagement with our communities.
- By **2021** we will have a Digital Strategy, which will include key actions to help foster cyber safety.

Planning

- By **2019** and thereafter for each year of this Strategic Plan we will have in place an annual business plan to deliver consistently high quality child and adult protection and MAPPA services.
- By **2020** we will formally align planning process in relation to the Alcohol and Drug Partnership and the Violence Against Women Partnership with our existing Public Protection processes, under the governance of the PPCOG.

Interventions

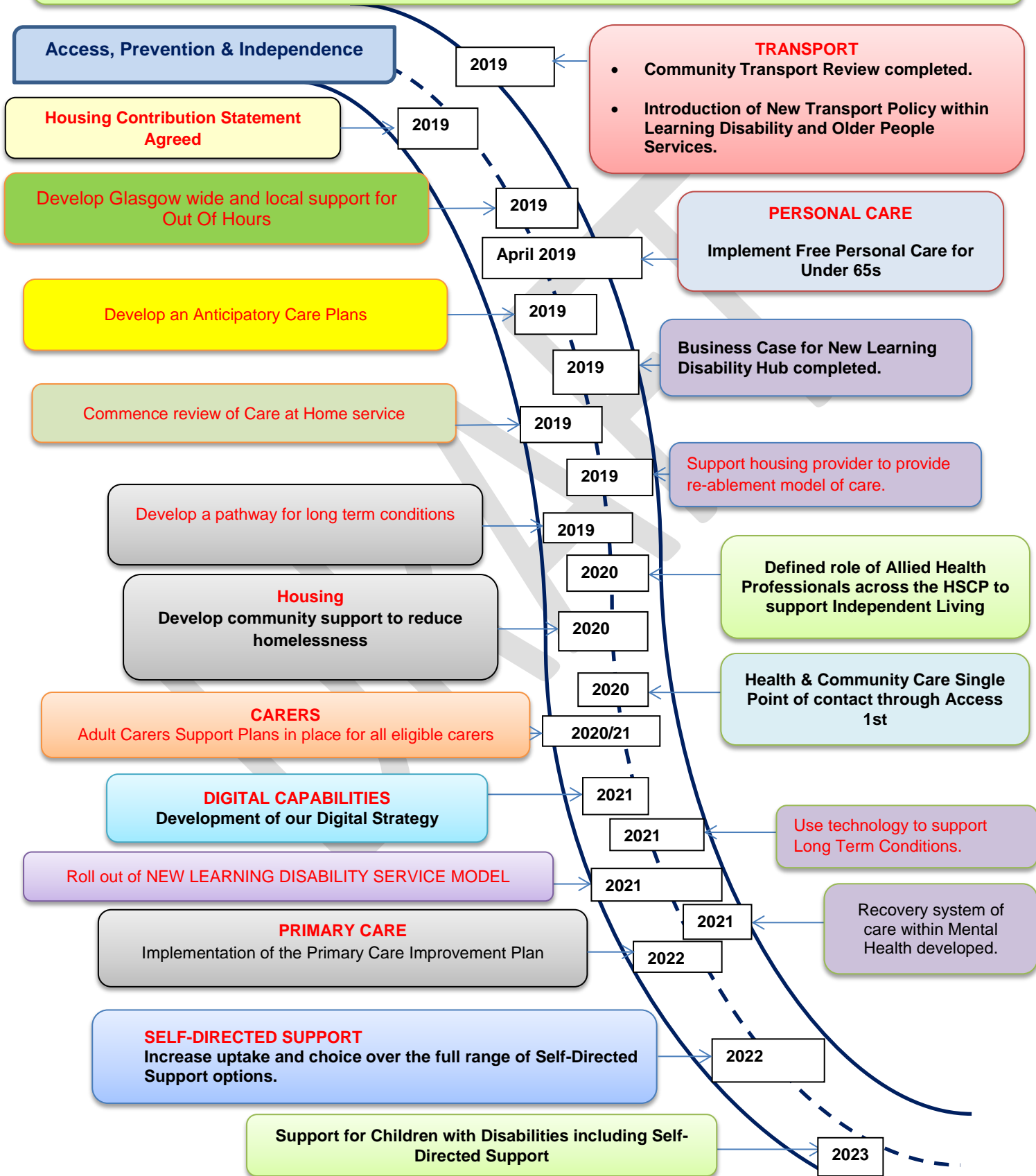
- In **2019** young people involved in offending will continue to have access to appropriate support.
- By **2020** we will develop and implement a new model for women involved in offending.
- In **2020** we will have commissioned an evidenced-informed approach to reducing gender based violence and domestic abuse in our community.
- By **2020** staff working in the public protection arena will be supported and equipped to provide relationship-based and trauma informed support to victims and perpetrators of abuse.
- In **2021** we will extend our work to reduce the occurrence of Neglect and Self-neglect across our partnership.

Ensuring Quality

- In **2019** we will develop a Clinical and Care Governance Strategy for the partnership which will incorporate all aspects of public protection.
- By **2020** we will implement a self-evaluation framework with agreed minimum standards applied across public protection services.
- By **2020** we will implement the HSCP Quality Assurance Framework with agreed minimum standards.
- By **2021** we will develop and implement an HSCP-wide learning and development framework that that will develop confident and competent staff.
- By **2022** we will implement the national approach to learning together to improve quality in public protection and in the interim we will implement any learning that emerges from the Scottish Child Abuse Enquiry.

Our Big Action 4

We will support more people to fulfil their right to live at home or within a homely setting and promote independent living, together we will maximise opportunities to provide stable sustainable housing for all.



BIG ACTION 4

We will Support more People to fulfil their right to live at home or within a homely setting and Promote Independent Living, together we will maximise opportunities to provide stable sustainable housing for all.

We will enable people to live as independently as possible and ensure people can live at home or in a homely setting including people who are experiencing homelessness, enhancing their quality of life by supporting independence for everyone

Throughout the life cycle there will be times when people's physical and emotional health and wellbeing may require additional support. Whilst this can happen at any age, this has a specific relevance to our older people. However people have consistently told us that they would rather remain in their own homes if at all possible. Over a number of years we have been developing our care at home supports, and although our older population has been growing, we have been able to support an increasing number of people to stay in their own homes this includes a commitment to introduce free personal care for under 65s. Using a combination of home visits, home care and technology, we have continued to develop approaches to independence while managing risk across all care groups.

Our Home 1st Service has enabled us to assess people to live at home with appropriate support as the first option. The Home 1st Plan identifies action to reduce the incidence of events that can impact on people's confidence to live independently through early intervention and re-ablement. It enables us to support people to leave hospital quickly so that they can be cared for in a more appropriate place. We recognise the positive contribution of families and unpaid carers as equal partners to enable us to deliver the strategy. We will continue to develop a strategic approach to taking advantage of technology – including dementia-friendly technology - through the development of our Digital Strategy. Some people will require support that can only be provided in a care home and we recognise this as a positive choice. We will continue to work with local care home providers to ensure the highest standards of care are maintained.

Learning Disability Services have consulted with service users, families, carers and other key partners in actively developing a new service model, focussing on four high level themes in line with the National Strategy, Keys to Life:

- Independence (Where I Live)
- Choice and Control (My Community)
- A Healthy Life (My Health)
- Active Citizenship (My Safety and Relationships)

The service will develop a new resource hub for day and social opportunities bringing together a range of centre based and community based services and supports for people aged 16+ with a learning disability, including those who may have complex and multiple needs. We will continue to enable the development of individual's independent living skills, including independent travel. We recognise the need to focus on education and employability training opportunities and promoting active citizenship. Self- directed support is the way by which we will continue to offer increased choice and control to achieve improved outcomes.

Growing and sustaining social care and community supports is key to enabling people to self-manage their own condition and prevent deterioration.

Inverclyde will continue to build local services to support primary care and ensure that only those who need to be seen at hospital are seen there. Multidisciplinary teams and technology should allow us to support people more long term. In line with National Strategy and GG&C Moving Forward Together the

HSCP will develop care in the community and provide a more joined up service with hospitals to stop needing hospital care and when they do getting them home quickly.

Big Action 4 emphasises the basic human right to a home or homely setting. This extends across all of our population. We have identified the need to improve our responses to people presenting to the homelessness service. This includes people who need help both with access to a settled tenancy and support to sustain their home. A significant number of people who experience homelessness in Inverclyde have a mental health problem or difficulty with drugs and/or alcohol. There might be times when a staged approach is best, to enable some of our most vulnerable people to build up their confidence to live independently. This is part of our Rapid Rehousing Transition Plan.

Big Action 4 focuses on our aim to provide the right support at the right time, and for the right length of time across all our services, so that we can help people towards the highest level of independence possible. Our approach is dependent on partnership working with a range of local and national agencies. Our mental health strategy identifies the need to increase our support to people recovering from mental ill-health, enabling them to live confidently within the community, and have access to opportunities for meaningful activity and work. Our Housing Contribution Statement brings the HSCP together with local housing providers to plan future housing designed for a lifetime of independent living.

<https://www.inverclyde.gov.uk/health-and-social-care/health-and-social-care-partnership-strategic-plan>



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Key deliverables:

Access

- In **2019** we will implement free personal care for under 65s.
- In 2019 we will develop a model for Glasgow wide and local support for out of hours.
- In **2019** we will update all our existing and new Anticipatory Care Plans (APC) on the new IT format to ensure improved sharing of information across all relevant health and social care sectors.
- By **May 2019** we will have completed a full business case for a new Learning Disability Hub to consider viability of a new build.
- By end of **2019** we will have commenced a service review of care at home.
- In 2019 we will work to develop pathway for long term conditions such as COPD, diabetes, including use of technology.
- By **2020** we will have defined the role of Allied Health Professional (AHP's) across the HSCP in their support of independent living.
- By **2020** Health and Community Care services will have a single point of contact through Access ^{1st}.
- By **2021** we will roll out a new Learning Disability service model to ensure people are supported to live independent lives.
- By **2021** all eligible carers will have an adult carers support plan in place.
- By 2021 we have developed a recovery orientated system of care within mental health
- By **2022** the people who access services will have the confidence to exercise choice over the full range of SDS options.
- By **2022** we will have implemented the Primary Care Improvement Plan (PCIP) delivering the expanded MDT to offer a wider range of choice for support to both acute and chronic illness.
- By **2023**, we will work with partners to improve the range and access of support for children with disabilities including Self-Directed Support.

Prevention and Independence

Throughout the life of the plan we will work to reduce activity at the hospital and when someone requires hospital ensure they get home quickly, maintain sector leading performance in reducing delayed discharge.

Digital Strategy

- By **2021** we will develop our Digital Strategy to support technology enabled care and self-management. This will include developing a preferred option for the SWIFT replacement recording system in Social Care.
- Use technology support LTC.

Transport

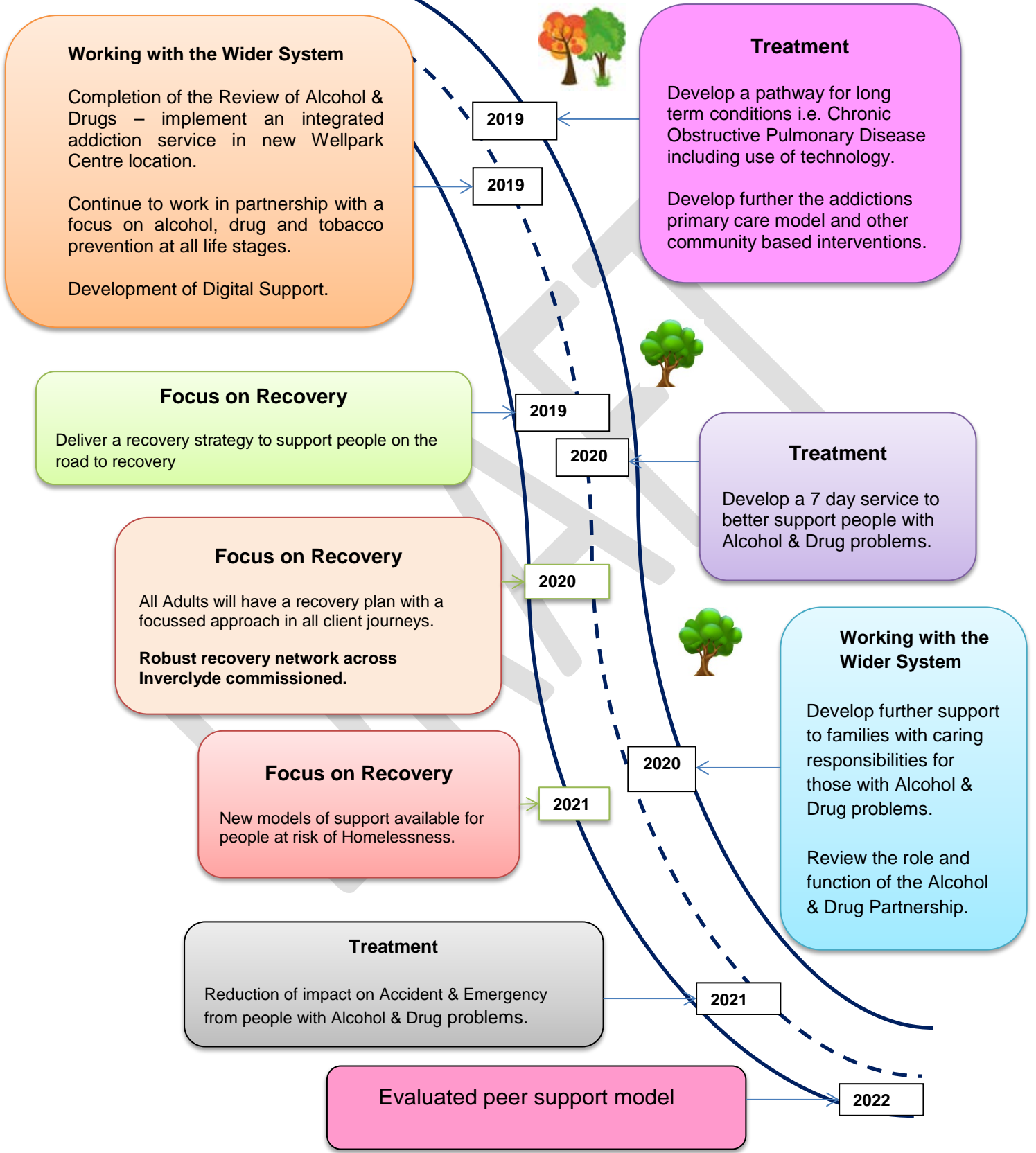
- By December **2019** we will have reviewed our community transport and introduced a new Transport Policy within the Learning Disability and Older people services.

Housing

- By **2019** we will have an agreed Housing Contribution Statement.
- In **2019** support housing provider to provide reablement model of care.
- By **2020** we will develop community support to reduce homelessness in Inverclyde.

Our Big Action 5 Roadmap

Together we will reduce the use of, and harm from alcohol, tobacco and drugs



BIG ACTION 5

Together we will reduce the use of, and harm from alcohol, tobacco and drugs

We will promote early intervention, treatment and recovery from alcohol, drugs and tobacco and help prevent ill health. We will support those affected to become more involved in their local community.

Our Strategic Needs Assessment demonstrates that Inverclyde has a number of particular challenges related to the use of alcohol, drugs and tobacco. Inverclyde has a long history of people affected by alcohol and drug use and our rates are higher than most of Scotland. For example Inverclyde has shorter life expectancy and a higher proportion of child protection registrations are due to parental drug and alcohol use.

These issues impact on all communities; from the wellbeing of children to the increased demand on our local services; and on the ability for those affected to contribute to the local economy and community. People with alcohol and drug problems are more likely to have persistent difficulties sustaining their own home. The consultation for the Strategic Plan highlighted that communities felt more had to be done to support families affected by alcohol and drugs. Our approach to tackling this requires actions across services and agencies including with the Community Planning Partnership. The multi-agency Alcohol and Drug Partnership (ADP) is responsible for developing strategic approaches to tackling these issues. The New National Framework for alcohol and drugs will help to support strategic direction of ADP and the focus on recovery across Inverclyde and measuring improvement for the people of Inverclyde.

There is work being undertaken across the wider system to support people with alcohol, and drug problems. Preventative and early intervention work includes education within schools and programmes for young people, and the provision of appropriate information to support and inform young people and families affected by drug and alcohol misuse.

In order to ensure we are meeting the complex needs of those affected, we are undertaking a review of alcohol and drug services to transform our service into a fully integrated and cohesive service which will best deliver appropriate models of treatment and recovery. This will enable a wider system of care to be developed by continuing our close working with a range of partners and developing new partnerships as required. This will build an inclusive network of support for the person affected; their family and the Inverclyde community.

From the initial part of the review we have identified the need to develop clearer pathways for people in to assessment and treatment and to access recovery supports both during and after treatment within our service. We have also identified gaps in access to support across 7 days, which impacts on where people can go to when they need urgent help, and the need for us to further develop support to families and carers.

People who have problems with drug and alcohol and tobacco use are more likely to experience other significant physical and mental health problems. The Strategic Needs Assessment identified that they are more alcohol, drug and chronic obstructive pulmonary disease (COPD) related hospital stays than in the rest of Scotland. Therefore we need to develop different pathways that can provide appropriate support to people to prevent deterioration in their health and avoid unnecessary hospital admissions.

The focus on recovery will be supported by the development of a wider recovery strategy, to extend support to people recovering from alcohol, drug use and mental ill health. This will need to include work with our partners and other agencies to address some of the barriers that people in recovery experience in accessing wider opportunities. People who currently use our services have told us that support from other people who have experienced these difficulties is very helpful and we will continue to develop approaches to peer support within this strategy.

As well as the focus on treatment and recovery services, we will continue to ensure prevention is prioritised and work with our partners and wider community to intervene early to support less people to become addicted to alcohol, drugs and tobacco.

Key deliverables:

Working with the Wider System

- In 2019 we will continue to work with partners to ensure our focus on alcohol, drug and tobacco prevention continues across all life stages, including developing digital support.
- In 2019 we will complete the review of alcohol and drugs and implement an integrated addiction services for Inverclyde, located within the Wellpark Centre.
- In 2020 we will review the role and function of the Alcohol and Drug Partnership to develop engagement with carers and those that use alcohol and drug services.
- In 2020 we will develop further support to families with caring responsibilities for those with alcohol and drug problems.

Ensure appropriate Treatment

- In 2019 we will develop further the addictions primary care model and other community based interventions
- In 2019 we will develop a pathway for those with long-term conditions COPD, including supporting use of technology.
- By 2020 we will work to develop an 7 day services to better support people with alcohol and drugs problems
- By 2021 we will reduce the impact on A&E from people with alcohol and drugs problems

Focus on Recovery

- In 2019 we will deliver a recovery strategy that outlines the vision to support people on the road to recovery
- By 2020 we will commission a robust recovery network across Inverclyde for people who need support to recover from illness.
- By the end of 2020 all adults will have a recovery plan in place to ensure a recovery focussed approach is at the forefront of all client journeys
- By 2021 new models of support will be available for people at risk of homelessness.
- By 2022 we have evaluated peer support model and considered its ability to roll out across the HSCP.

BIG ACTION 6

We will build on the strengths of our people and our community

We will build on our strengths this will include our staff, our carers, our volunteers and people within our community, as well as our technology and digital capabilities”

A Nurturing Inverclyde has been key to our HSCP success, whether that is our staff, carers or communities.

A shared desire to see Inverclyde thrive motivates us to work together, to build on our assets and develop communities that care for one another. Health and Social Care Services know that we cannot deliver everything for everyone. Social isolation or exclusion is common in society and impacts on people’s physical and mental health and wellbeing. It is a public health issue. The human relationships that people need can be developed by creating opportunities in communities to notice, to connect and to show kindness. ‘*Inverclyde Cares*’ will bring together different strands of work in communities to support and provide a better response to those who are lonely, vulnerable or excluded. We are therefore committed to further development of Compassionate Inverclyde and Dementia and Autism Friendly communities. Given the inherent strength of our communities, and the overwhelming comments during our engagement, we are also committed to working with communities to find ways of tackling stigma. We also want to work with communities and partners to further develop Social Prescribing – a way of finding community solutions to life problems that can affect physical or mental health.

We will continue to create opportunities so that people are able to support one another, and we will support Your Voice so that those with specific conditions or similar issues are able to spend time together. The underlying principle is that people in Inverclyde want to help one another and that can often be more effective than formal services.

Inverclyde Cares is the foundation on which we will support the development of community initiatives. These initiatives will support people at all stages in life providing a real opportunity for early help. Our Carers Centre and 3rd sector providers will also provide specific support to ensure carers get access to the help they need when they need it.

Inverclyde HSCP has a good track record in working with communities and young people to develop services. Over the next 5 years we will build on this and begin to design services with our communities for our communities, (this is known as coproduction). We know from the consultation that people – and in particular young people - want us to build a digital system that will allow them to access support online, for example. In response, we will ensure the Digital Strategy includes commitment to this action.

We recognise our duties to protect the health of our staff and to ensure that they have a safe working environment, so we will develop a Health & Safety Plan in collaboration with staff, and ensure that it is reviewed every year.

This is one way that we will demonstrate that the HSCP culture supports and values our staff. We are also keen to support and value the staff in services we commission. Our People Plan outlines an ambitious programme to develop staff and plan for the future. Our market facilitation plan gives opportunity for us to design services differently so that people are treated first and foremost as people rather than for their specific conditions.



Key deliverables:

Building up capacity in the community:

- In **2019** we will develop 'Inverclyde Cares' including delivering a Dementia, Carer and Autism friendly Inverclyde. Compassionate Inverclyde will continue to develop by supporting people in the community and in hospital who are at the end of their life or lonely/isolated.
- We will continue to implement the 2017-22 Inverclyde's Carer and Young Carers Strategy to ensure that all support outlined in the Carers Act is available and easy to access.
- **Throughout 2019** we will build on the work of 2 Proud 2 Care, to develop principles of coproduction for all service redesigns or planning.
- In **2019** we will evaluate our approach to Community Champions / Ambassadors and consider extending this across communities.
- By **2020**, working with Your Voice and CVS, we will review social prescribing so ensure more people are linked to workers in GP practices and in the communities.
- By **2020** we will evaluate the current models of peer support to form our future approach to address stigma.
- By **2020** we will have a programme to create opportunities for people in communities to notice social isolation, and to be able to act positively and confidently to help reduce its impacts.
- By **2021** evaluate impact of Inverclyde Care's and social prescribing.

Community Strengths

- By **spring 2019** we will have scoped our Community Assets.
- By **2020** the New Greenock Health Centre will be opened, which will provide a modern state of the art community asset.
- By **2020** we will commit 1% of the Council budget to participatory budget.
- We know that the factors that cause women to become involved in the criminal justice system are very likely to relate to multiple vulnerability. We are developing a model to reduce social exclusion and encourage participation in their own community.
- Throughout the life of this Plan we will work to develop models of care so that people are able to make choices about their end of life care.
- Throughout the life of the strategy we will plan to have a programme of engagement events within 6 localities

Supporting our staff

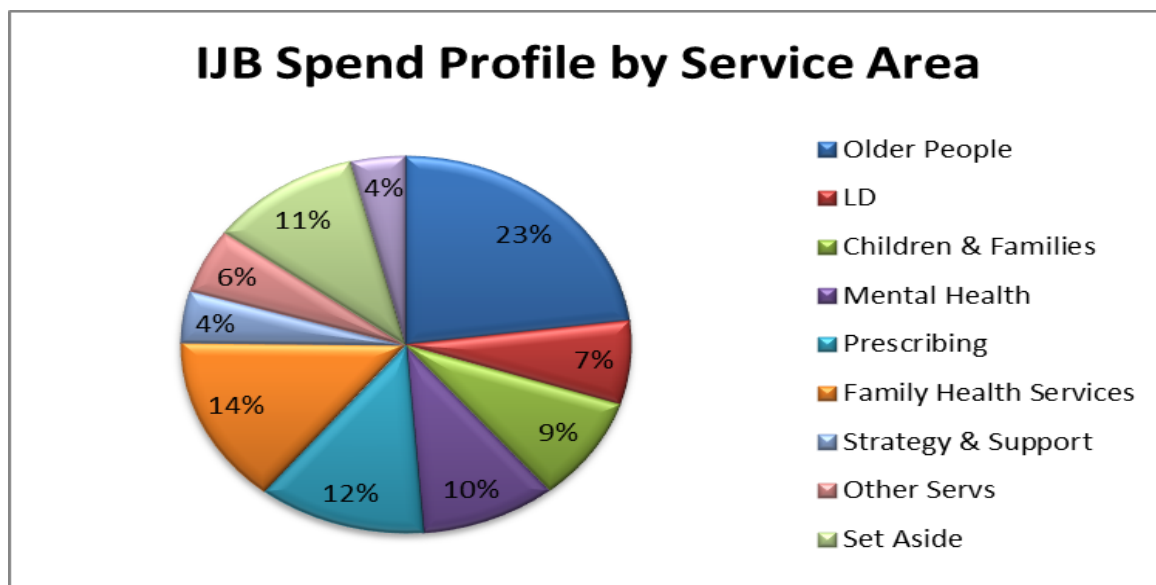
- In **2019** we will review and develop our people plan to ensure that staff in HSCP are being supported and we have succession plans for the future.
- In **2019** we will have developed promotional material for Inverclyde HSCP and partners to support recruitment and training.
- In **2020** we will further develop our SVQ Centre.

Throughout the lifetime of the plan we will work together to reduce staff sickness and maintain Gold Healthy Working Lives initiatives.

Section 3

Health & Social Care Spend

The current Health & Social Care budget is split across services and care groups as follows:



The IJB is facing continued cost pressures in a number of areas including: mental health inpatient services; prescribing; care at home services for older people; learning disability and residential placements for Children.

The areas of key uncertainty for the HSCP include:-

- Impact of future Scottish Government funding levels for our partners;
- Pay Settlements and the impact of the decision to lift the pay cap on public sector pay;
- Demand led pressures particularly in the area of older people services but also for learning disability and children's services;
- Prescribing costs as a consequence of rising costs and short supply of drugs.

IJB Budget 2019/20 to 2023/24

The high level budget estimates for the IJB for next 5 years are based on assumed pressures around pay inflation, drug inflation, demographic and volume changes totalling around £xxxm, for the purpose of the plan these have been offset by a combination of anticipated funding uplifts and savings exercises to balance the budget going forward.

Key Budget Assumptions

Partner Contributions

- Health - the estimated Health contribution has been uplifted by 1.5% plus an additional sum for Pay Awards per annum. This is in line with recent uplifts from Scottish Government and the Health Board
- Council - the 2019/20 estimated contribution is based on the December 2018 budget letter from Scottish Government. The contribution for future years has maintained at the 2019/20 level as no further uplifts have been announced by Scottish Government at this stage

Pressures and Savings

- Pay Award pressures - £xm - estimated at 3% per annum for all staff
- Drug inflation pressures - £xm - based on an assumed 5% increase per annum based on the past two financial years.
- Demographic and Volume pressures - £xm - based on the additional costs around initiatives such as the Carers Act, Free Personal Care to Under 65's (Frank's Law), Living Wage etc. together with other anticipated cost pressures linked to this area
- Inflation - £xm - anticipated inflationary pressures on non-pay areas including the National Care Home Contract
- Savings - it is anticipated that additional funding or savings will be required to offset any resultant funding gap each year. Current estimate is £xxm over the next 5 years

IJB Budget 2019/20 to 2023/24

The high level budget for the IJB over the life of the Strategic Plan, based on the above assumptions is as follows:

FIGURES TO BE PROVIDED FOR TABLE ONCE 19/20 BUDGET AGREED

PARTNERSHIP FUNDING/SPEND ANALYSIS	Revised Budget*	Indicative Budgets				
	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
NHS Contribution to the IJB	86.3					
NHS Set Aside (notional)	16.4					
Council Contribution to the IJB	48.1					
HSCP NET INCOME	150.9	0.0	0.0	0.0	0.0	0.0
Social Care	64.8					
Health	69.6					
Anticipated Budget Pressures						
Additional Funding Requirement/Savings						
Set Aside (notional)	16.4					
HSCP NET EXPENDITURE	150.9	0.0	0.0	0.0	0.0	0.0
SURPLUS/(FUNDING GAP)	0	0	0	0	0	0

* Revised Budget As At P7 2018/19

Section 4

What will success look like and how will we know?

The Inverclyde Health & Social Care Partnership Strategic Plan (2019 – 2024) lays out our vision, our ambitions, and our aspirations for the next five years. These have been shaped in full partnership with our communities and other partners. The Plan provides a realistic blueprint for us to work together to deliver better outcomes for the people of Inverclyde. Delivery of effective and lasting transformation of Health and Social Care is central to Inverclyde's vision. This plan outlines a significant change in how we plan and deliver a range of services with partners, carers and those who use services. Health and Social Care integration brings great opportunity to work together to serve communities and individuals better.

Our engagement with communities told us that Inverclyde is a great place to live, but that there is more to do to improve people lives. People also told us that they recognise that some have better life chances and outcomes than others, and that the differences can be mitigated by taking decisive action. The views of our communities and staff chimed with our Strategic Needs Assessment, so we created six Big Actions.

Inverclyde is a very successful partnership due to strong collaborative working, high quality staff and high levels of engagement with our communities, which brings a genuine level of confidence that we will be able to deliver improved outcomes through the six Big Actions outlined in our Strategic Plan.

The Strategic Plan relates to everyone who lives in Inverclyde, and we have a number of additional plans which act as the foundation of the strategic plan. The Plan also sits comfortably alongside the Community Planning Partnership (Inverclyde Alliance) Local Outcome Improvement Plan, and the NHS Greater Glasgow and Clyde Moving Forward Together Strategy.

Each action has an implementation plan which sets out the specific details of what we will do and the targets we aim to achieve, with specific timescales. The Strategic Planning Group will monitor and report regularly to the IJB. By providing specific targets, we can be held to account by our communities and our Integration Joint Board (IJB), and we can also monitor the effectiveness of our actions.

The IJB will receive Annual Performance Reports providing accountability and strong governance. Regular reports will also be presented to the NHS Board and the Council, and, in addition, the Annual Performance Reports will be published on the HSCP and Council websites so that our communities can also take stock of our progress.

Although the Strategic Plan covers a period of five years, officers will work with communities and other partners to undertake a refresh of the Plan at the 3-year point, which will ensure that any new policies or emerging community priorities are taken into account, and that the Plan is updated accordingly. The success of the strategic plan will be judged on the differences and the improvements that we have made to the health and wellbeing of the people of Inverclyde, we know that success cannot be achieved alone - only by working together alongside our partners and communities will we be able to address inequalities and assist everyone to live active, healthy and fulfilling lives

Appendix 1 - Overview of how our big actions meet the national outcomes

The National Health and Wellbeing Outcomes are high-level statements of what health and social care partners are attempting to achieve through integration and ultimately through the pursuit of quality improvement across health and social care.

Outcome		Big Action 1	Big Action 2	Big Action 3	Big Action 4	Big Action 5	Big Action 6
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	X	X		X	X	
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.				X	X	X
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	X		X			
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.				X	X	
5	Health and social care services contribute to reducing health inequalities.	X			X		
6	People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and well-being.	X			X		X
7	People using health and social care services are safe from harm.	X	X	X	X	X	X
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.						
9	Resources are used effectively and efficiently in the provision of health and social care services.	X		X			X
Children and Criminal Justice Outcomes							
1	Our children have the best start in life and are ready to succeed		X				X
2	Our young people are successful learners, confident individuals, effective contributors and responsible citizens		X				X
3	We have improved the life chances for children, young people and families at risk.		X				X
4	Community safety and public protection.	X		X			
5	The reduction of re-offending	X				X	
6	Social inclusion to support desistance from offending	X			X	X	

Appendix 2 - Overview of how our big actions meet Scotland's Public Health Priorities

Public Health Priority		Big Action 1	Big Action 2	Big Action 3	Big Action 4	Big Action 5	Big Action 6
1	A Scotland where we live in vibrant, healthy and safe places and communities.			x			
2	A Scotland where we flourish in our early years.		x				
3	A Scotland where we have good mental wellbeing.	x					
4	A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.					x	
5	A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.	x			x		
6	A Scotland where we eat well, have a healthy weight and are physically active.						x

Implementation Plan

Big Action	How we will deliver our Big Action	In Year	Responsible Officer	National Outcomes Delivered



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

Please give us your views

Further to our initial engagements last year on what our Strategic Plan should include, I'm pleased to present our Draft Strategic Plan for further consultation. This Strategic Plan outlines our ambitions and reflects the many conversations we have had with the people across Inverclyde, our professional colleagues, staff, those who use our services including carers and our children and young people across all sectors and services.

This plan aims to set out the improvements we will make, based on the key values that everyone has told us that they want. The Plan reflects and describes what will change over the next 5 years through our 'Big Action' Key Deliverables.

Please take some time to read and make any comments that you feel would enhance the plan.

Thank You



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

1

Reducing Inequalities by Building Stronger Communities and Improving Physical and Mental Health

We will promote health and wellbeing by reducing inequalities through supporting people, including carers to have more choice and control.

Pages 14 to 16 of the Strategic Plan sets out our Roadmap and Key Deliverables which we will take forward to achieve our Big Action 1.

1 Do you agree these key deliverables will help us achieve Big Action 1?

Yes

No

Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

2

"A Nurturing Inverclyde will give our Children and Young People the Best Start in Life"

We will ensure our children and young people have the best start in life with access to early help and support, improved health and wellbeing with opportunities to maximise their learning, growth and development. For the children we take care of, we will also ensure high standards of care, housing and accommodation.

Pages 17 to 20 sets out our Roadmap and Key Deliverables which we will take forward to achieve our Big Action 2.

2 Do you agree these key deliverables will help us achieve Big Action 2?

Yes

No

Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

3

"Together we will Protect Our Population"

We will reduce the risk of harm to everyone living in Inverclyde by delivering a robust public protection system with an emphasis on protecting the most vulnerable in our communities.

Pages 21 to 24 of the Strategic Plan sets out our Roadmap and Key Deliverables which we will take forward to achieve Big Action 3.

3 Do you agree these Key Deliverables will help us achieve Big Action 3?

Yes

No

Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

4

"We will Support more People to fulfil their right to live at home or within a homely setting and Promote Independent Living, together we will maximise opportunities to provide stable sustainable housing for all"

We will enable people to live as independently as possible and ensure people can live at home or in a homely setting including people who are experiencing homelessness, enhancing their quality of life by supporting independence for everyone.

Pages 25 to 28 of the Strategic Plan sets out our Roadmap and Key Deliverables which we will take forward to achieve our Big Action 4.

4 Do you agree these Key Deliverables will help us achieve Big Action 4?

- Yes
- No
- Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

5

"Together we will reduce the use of, and harm from alcohol, tobacco and drugs"

We will promote early intervention, treatment and recovery from alcohol, drugs and tobacco and help prevent ill health. We will support those affected to become more involved in their local community.

Pages 29 to 31 of the Strategic Plan sets out our Roadmap and Key Deliverables which we will take forward to achieve our Big Action 5.

5 Do you agree these Key Deliverables will help us achieve Big Action 5?

Yes

No

Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

BIG ACTION

6

"We will build on the strengths of our people and our community"

We will build on our strengths this will include our staff, our carers, our volunteers and people within our community, as well as our technology and digital capabilities.

Pages 32 to 34 of the Strategic Plan sets out our Roadmap and Key Deliverables which we will take forward to achieve our Big Action 6.

6 Do you agree these Key Deliverables will help us achieve Big Action 6?

Yes

No

Comments



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

HSCP Strategic Plan 2019 - 2024
Consultation

Other Comments

7 Are there any gaps or anything missing from the plan?



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

About You

This section is really important as it helps us to gain a better understanding of the needs of different people and how they could be affected by any changes. This information will remain confidential and anonymous and will be used for analysis purposes only. Any personal information will not be published and individuals will not be identified.

8 Are you responding as:

Someone who lives in Inverclyde

Someone who works in Inverclyde but doesn't live in Inverclyde

Other (please specify)

9 Please tell us your postcode

10 Your employment status.

Employed - Inverclyde HSCP

Student or at School

Employed - Inverclyde Council

Seeking Employment

Employed - NHS

Self-Employed

Employed - Voluntary, Private or 3rd Sector Organisation

Retired

Other (please specify)

11 Do you provide unpaid care for someone?

- Yes
- No

12 Please tell us your age

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to answer

13 What is your gender?

- Female
- Male
- Prefer not to answer

Other (please specify)

14 Please tell us your ethnicity

- White
- Mixed or Multiple Ethnic Group
- Asian, Asian Scottish or Asian British
- African, Caribbean or Black
- Other Ethnic Background
- Prefer not to answer



INVERCLYDE HSCP STRATEGIC PLAN 2019 - 2024

Thank you taking the time to complete this questionnaire.
If you would like us to contact you to discuss your comments and/or
ideas, please leave your contact details below:

15

Contact Details

Name	<input type="text"/>
Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>